co-operate with Maclay in forming a new Shipping Committee, and thereafter, worked with him closely and with conspicuous loyalty, giving their whole time to the task.

As it was necessary that the Shipping Controller and his staff should be in close and constant touch with the Naval Departments, the Ministry of Shipping was eventually housed in new buildings which were rapidly run up on the only available site near the Admiralty—the lake in St. James's Park, which was drained for the purpose, and transformed into a row of grey, two-storied concrete buildings. Pending the construction of his new quarters, Sir Joseph Maclay was given a room in the Admiralty buildings. Hitherto the Admiralty had exercised a considerable measure of control over sea transport, and the new Ministry was thus relieving them of a very heavy and increasingly difficult task which lay strictly outside their ordinary routine, and for the handling of which they did not possess the appropriate commercial and industrial experience.

*Housing the new Ministry*

*Frost at the Admiralty*

Yet here again, as with the War Office when the Ministry of Munitions had been formed, there was little gratitude at the lightening of burdens they were unable to carry. Sir Joseph Maclay got no friendly reception from the Admiralty. He

reported that his appointment was resented by them, and as a body they were not out to help.

He is not the kind of man to be deterred by a frosty reception from getting ahead promptly with a duty he lias undertaken. Climate and experience had inured him to all weathers. In a few days he had planned a large increase in our shipbuilding output,